

Junction City Community Values Roundtable

Final Report

TO: Gerry Vernon; City Manager, Junction City

FROM: Dr. David Procter; Director, Institute for Civic Discourse and Democracy

DATE: June 30, 2011

The city of Junction City, with the assistance of Kansas State University's Institute for Civic Discourse and Democracy, conducted a Community Values Roundtable on June 1 & 2, 2011, to solicit input from citizens for the budgeting process. Citizens of Junction City and the surrounding area gathered to have a facilitated discussion and provide contributions on the city budget. Recognizing that the city faces a dire financial situation, participants discussed what they value about living in Junction City, what city spending or services they would like to see preserved, and budget policy option(s) they would support as the city prepares to make difficult decisions regarding the local budget.

Who Attended

Nearly 150 people attended the two nights of community values discussion. Participants included local citizens, people from rural areas surrounding Junction City, Junction City Commissioners, Geary County Commissioners, and city staff. On June 1st, 68 people participated in the keypad polling process. The following evening, June 2nd, 59 people participated. City Commissioners and city staff did not participate in the roundtable discussions nor did they participate in the keypad polling, as these roundtable discussions were an opportunity for the public to voice their opinions. People who attended the community roundtables have a long-term investment in the community, as 73% of those attending had lived in or around Junction City for over 20 years. Of the dialogue participants (61% male; 30% female), 63% were 55 years old or older. Of those attending, 52% lived southwest of 6th and Jackson while 19% of the attendees lived outside the city limits. (See Appendix 1 for demographic data of those attending the two roundtable discussions.)



The Facilitated Dialogue Process

The process used was intended to give the public the opportunity to provide input into the city's budgeting process. Invitations were sent to a wide variety of groups and individuals. Additionally, the meetings were widely advertised. An online registration site was established so interested persons could register to attend the meetings. Each meeting began with a budget presentation by city manager, Gerry Vernon. The goal of this presentation was to provide all participants with a baseline of information regarding the Junction City budget situation. Following Mr. Vernon's presentation, participants engaged in facilitated roundtable discussions on a variety of issues facing Junction City. They discussed, in small groups, what they value about living in the city and which of those values the city should support with public monies. Following the small group discussions, the second half of each meeting was devoted to collecting responses, via keypad polling, to a variety of questions ranging from what they value about living in Junction City to their support of various budget policy options. Participants were also encouraged to offer any written ideas and suggestions that they wanted to communicate that were not explicitly discussed in the budget roundtable discussions. At the end of each meeting, the mayor and city commissioners were asked for their comments and reactions to the meeting.

What People Value about Junction City

Following the budget presentation by the city manager, participants were asked, “*What is it that you value about living in Junction City?*” The public provided numerous examples



of aspects that contribute to the quality of living that they value about the community. Listed below are examples of the most recurring things valued regarding Junction City. (The full list of what participants value about their community is provided in Appendix 2.)

Location

- Central location in the state
- Close to I-70
- Close to metro areas
- In the Flint Hills
- Next to Milford Lake
- Junction City is accessible

Small town size and feel

- Small town atmosphere
- Good values
- Rural feel
- Good place to raise a family
- Quality of life

The people

- Friendly
- Good people
- Neighborly folks

A feeling of safety

- Good emergency services
- Appreciate police and fire services
- Low crime

The diversity in the community

- A diversity of cultures and people
- Low friction between diverse populations
- Very diverse for size of community
- Diversity adds to richness of life in Junction City

The connection to Ft. Riley

- Brings a diversity to the community
- Provides business opportunities
- Military retirees often stay in community

Quality educational opportunities

- Good schools
- Quality educators
- Local library
- Multiple educational opportunities

Cultural activities

- The Opera House
- Many different cultural activities are available in Junction City
- Sundown Salute
- The Junction City Arts Council
- Music in the Park
- 12th Street Center

The parks and recreational activities

- Many opportunities for youth to participate in recreational activities
- The swimming pool
- Love Heritage Park
- YMCA
- All the parks and green spaces
- Our baseball facilities

Churches

Economic factors

- Low cost of living
- Stable economy
- Real estate opportunities for everyone
- Affordable place to live
- Great place to do business

The hospital

This value exercise provided important information to policy makers as participants articulated what they appreciated about living in Junction City and what they hoped could be preserved. Overall, it is clear that Junction City residents and neighbors see much to value and protect in their community. Clearly, participants value a host of quality of life issues. The small town feel, the friendly people, the diversity in the community, the feeling of safety, the cultural activities, and recreational opportunities were all highlighted by meeting participants both evenings. In addition, participants articulated that they value the economic conditions in Junction City that make living in the area affordable.

Results of Keypad Polling

Following the roundtable community values discussion, participants were then asked, *“Given that Junction City faces a difficult budget environment, and given the issues, areas, and services valued by the citizens of this community, what are the most important areas for the city to support with public dollars?”* Participants built on the discussion they had regarding what they valued and identified more specific areas where public monies might be used to support valued services. Several areas of value were discussed both June 1st and June 2nd. There were, however, several value areas that were only mentioned on June 2nd. This difference is noted in the results in Appendix 2. Meeting participants could respond: “It’s critical to support the service with public dollars,” “It’s important to support the service with public dollars,” that the service “Would be worth it if monies are available,” “It’s not important to support the service with public dollars,” or “This service is a waste of tax dollars.” In rank order, the services the public indicated the city should support with public monies are listed below. The percentages below reflect collapsing the “It’s critical” with the “It’s important” category. (The specific results of participants’ support for public dollars for specific services can be found in Appendix 3.)

- 91% of participants believed public dollars should be spent on public safety
- 91% of participants believed public dollars should be spent on water/sewer/trash
- 83% of participants believed public dollars should be spent on city management and oversight (only referenced on June 2nd)
- 82% of participants believed public dollars should be spent on street/road improvement
- 70% of participants believed public dollars should be spent to support municipal experts, e.g., legal, engineering experts (only referenced on June 2nd)
- 56% of participants believed public dollars should be spent on elderly/disabled services (only referenced on June 2nd)
- 51% of participants believed public dollars should be spent on economic development
- 49% of participants believed public dollars should be spent on parks and recreation
- 49% of participants believed public dollars should be spent on youth activities
- 48% of participants believed public dollars should be spent on the public library
- 43% believed public dollars should be spent on supporting relationships with Ft. Riley (only referenced on June 2nd)
- 31% of participants believed public dollars should be spent to support population growth initiatives relationships (only referenced on June 2nd)
- 31% of participants believed public dollars should be spent on historic structures (only referenced on June 2nd)
- 24% of participants believed public dollars should be spent on arts and culture
- 29% of participants believed public dollars should be spent on the airport

- 20% of participants believed public dollars should be spent on Rolling Meadows
- 10% of participants believed public dollars should be spent on support for public transportation (only referenced on June 2nd)

Finally, several possible budget policy options were presented as potential strategies the city commission might take to address the budget situation. Meeting participants were asked, “How strongly do you support the following budgetary options?” Participants could respond that they “strongly support” the budget policy, that they “support” the budget policy option, that they had “no strong opinion” about the budget policy option, that they “did not support” the budget policy option, or that they “strongly did not support” the budget policy option. In rank order, the budget policy options the participants indicated they support are listed below. The percentages below reflect collapsing the “strongly support” with the “support” category responses. (Participant support for various budget policy options can be found in Appendix 4.)

- 75% of the participants indicated support for pursuing policies to increase business growth in order to bring additional revenues into the city
- 74% of the participants indicated support for increasing facility rental fees and user fees
- 73% of the participants indicated support for reducing public works contract operations
- 67% of the participants indicated support for cutting programs not strongly prioritized
- 62% of the participants indicated support for consolidating governmental services
- 61% of the participants indicated support for dedicating a surcharge on utility bills
- 53% of the participants indicated support for cutting all programs across the board
- 31% of the participants indicated support for increasing sales tax
- 30% of the participants indicated support for imposing a business occupation tax

Final Thoughts and Conclusions

Junction City is working on a variety of fronts to address its budget situation. The city’s financial advisor, Columbia Capitol, has outlined a detailed set of recommendations for budget stability. ICDD is pleased to note that one of the recommendations emerging from the Columbia Capitol’s Debt Management Plan was to engage the community in budget discussions, and ICDD is pleased to have assisted in facilitating the two community values roundtable discussions. This process had two important outcomes. First, the forums were received positively by participants. Several times over the course of the public process, comments were made by participants that they appreciated the openness of this process. Previous administrative decisions were perceived as taking place outside of the public process and without broad public consent. The invitation for public involvement and transparency and honesty of these conversations are important

elements of what Junction City residents appreciated about their community. Second, community residents know the kind of community in which they want to live. Participants value a variety of city services, and at the same time, value a local economic environment that allows them to thrive. ICDD and city staff worked collaboratively to help the Junction City community engage in important and difficult discussions. Our goal was simply to provide the public with the opportunity and mechanism to voice their concerns and ideas in a way that policy makers hear and understand.

The roundtable discussions represent one source of information and input on the city's budget deliberations. The roundtable discussions and results from the keypad polling hopefully provide citizens, city staff, and elected officials a fuller picture of the many diverse desires and values of the community. These data also offer local policy makers with direct information and guidance from city residents and individuals who live nearby and have business/family interests in Junction City. These roundtable discussions and budget presentations also work to generate public understanding of the city's budget situation as well as a greater understanding of the perspective of other residents. Ultimately, however, the goal of these roundtable discussions was not to make final budget decisions, but to provide the public with the opportunity to weigh in on the very serious budget deliberations.

Kansas State University's Institute for Civic Discourse and Democracy is a non-partisan organization dedicated to building community capacity for informed, engaged, civil deliberation. Our vision is stronger democracy through enhanced public deliberation.



Appendix 1: Demographic Information

Appendix 2: Written responses to: “What do you value about Junction City?”

Appendix 3: Charts and tables: “How important is it that public dollars support _____?”

Appendix 4: Charts and tables: “Support for various budget policy options”

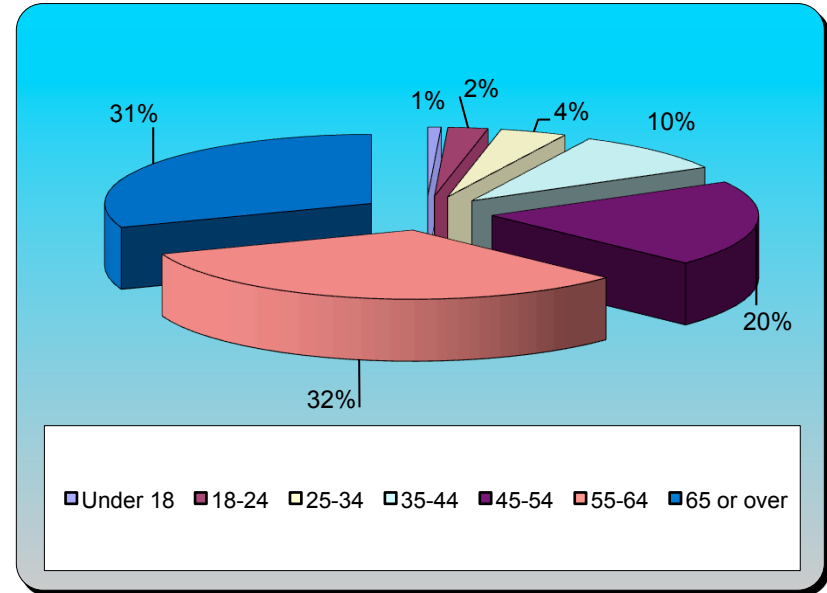
Appendix 5: Written responses from participants offering “other” ideas/suggestions.

Many of these written responses were budget policy options not highlighted in the keypad polling portion of the meeting. These responses represent ideas brainstormed by the meeting participants.

Appendix 1: Demographic Information

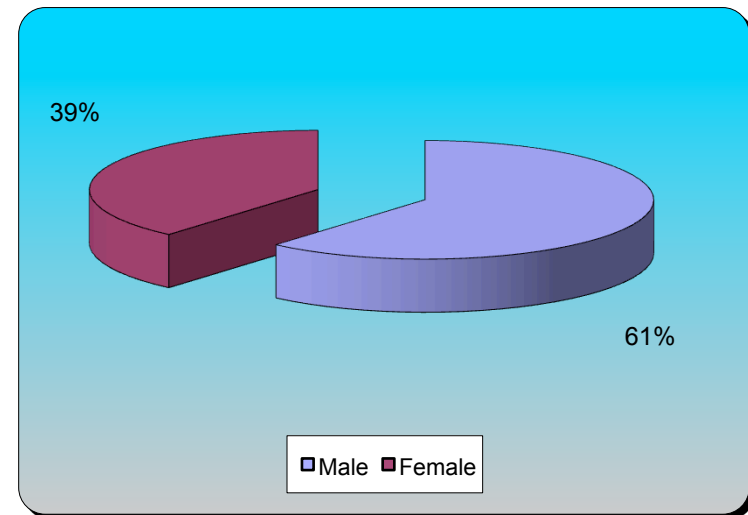
What is your age?

Under 18	0	1	1	1%
18-24	2	1	3	2%
25-34	5	0	5	4%
35-44	8	4	12	10%
45-54	14	11	25	20%
55-64	21	19	40	32%
65 or over	18	20	38	31%
Totals	68	56	124	100%



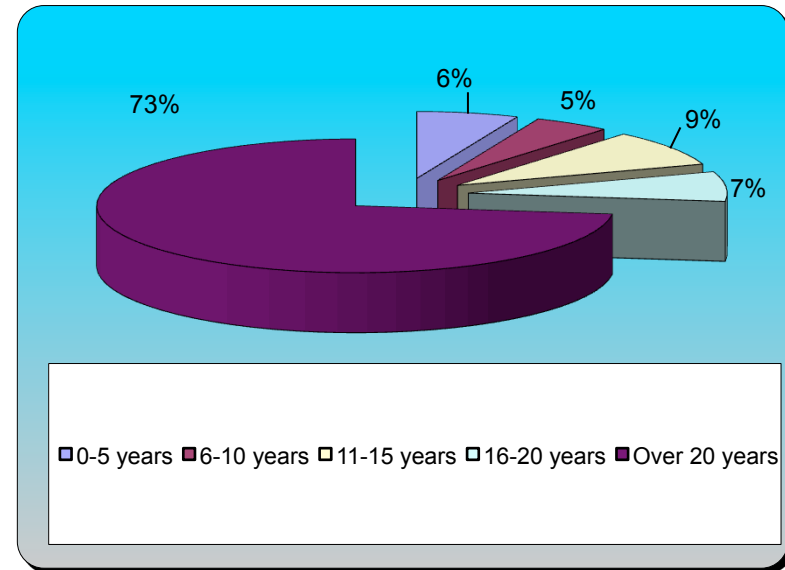
I am . . .

Male	43	33	76	61%
Female	25	23	48	39%
Totals	68	56	124	100%



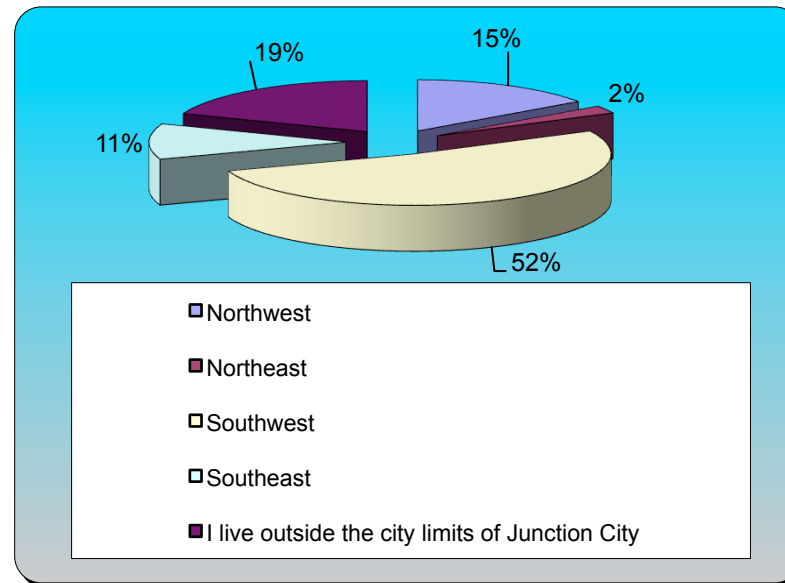
How long have you lived in Junction City?

0-5 years	7	1	8	6%
6-10 years	2	4	6	5%
11-15 years	6	5	11	9%
16-20 years	4	5	9	7%
Over 20 years	49	43	92	73%
Totals	68	58	126	100%



I live _____ from 6th and Jackson.

Northwest	13	6	19	15%
Northeast	1	2	3	2%
Southwest	34	31	65	52%
Southeast	9	5	14	11%
of Junction City	11	13	24	19%
Totals	68	57	125	100%



Appendix 2:

Written responses to: “*What do you value about living in Junction City?*” and “*What are the most important areas for the city to support with public dollars?*”

Location: June 1, 2011

- Close it I-70 (4)
- Location
- Location in KS
- Half way to everywhere
- Location – easy to get around
- Central location to larger recreational facilities
- Far enough from large cities to feel safe from terrorist attacks
- Close to metro areas

Location: June 2, 2011

- Close to I-70 (6)
- Location in the state
- Close to metro areas (3)
- Easy to travel from point to point
- Junction City is accessible to many places

Small town size: June 1, 2011

- Atmosphere and feel and values (14)
- Small town feel with simple amenities and no crazy traffic
- Relatively small rural community
- We are a small version of a large urban city
- Small but not too small
- Small community with many resources

Small town size: June 2, 2011

- Small town atmosphere (10)
- Small town experience – no traffic & knowing your neighbors
- Rural feel
- Small town crime rate
- Small town living yet big town services
- Big small town
- Enjoy the small town – first name basis with folks

Good place to raise a family: June 1, 2011

- Family oriented community (2)
- It is a great place to raise a family
- I value family longevity in JC
- Different activities for the families

Good place to raise family: June 2, 2011

- Good place to raise a family (5)

Growth potential: June 1, 2011

- The fact that JC has not reached its potential
- Investment opportunities

Growth Potential: June 2, 2011

- Employment opportunities
- Fiscal opportunities
- Business opportunities (2)
- Affordability (2)

Lake: June 1, 2011

- Proximity to Milford Lake (3)
- Close to Milford Lake & Flint Hills

Lake: June 2, 2011

- Milford Lake (12)

People: June 1, 2011

- Friendly (12)
- Good native people
- Benevolent people that donate a lot of time & money to organizations
- Hospitality of the people
- Great people (2)
- People waking up and taking an interest in being friendly
- Upcoming progressive thinkers – “People who Care”

People: June 2, 2011

- Friendly (9)
- Good people
- My neighbors/neighborhood (2)
- Good people that want to become friends

Safety: June 1, 2011

- Low crime (8)
- Good emergency services
- Police dept
- Police dept & fire quality of service

Safety: June 2, 2011

- Police (3)
- Firemen
- Public safety
- Good emergency services (2)

Diversity: June 1, 2011

- Diversity in cultures and people (5)
- Diversity (14)
- The community is able to support such a diverse population yet have low friction between the groups
- Lack of social barriers
- The diverse population makes for an interesting rich life here
- Freedom to live like I want

Diversity: June 2, 2011

- Diversity of citizens/population (16)
- The complexities of the people who come here to stay
- Very diverse for its size
- We are the “melting pot”
- Like being around the diverse younger population

Fort Riley: June 1, 2011

- Fort Riley’s influence on our population (2)
- Closeness to Fort Riley
- Respect the relationship with Fort Riley
- Fort Riley offers opportunity for business
- Proximity of military retiree services/VA

Fort Riley: June 2, 2011

- Fort Riley (6)
- Close connection to our military
- The military has great officers that improve our community

Education: June 1, 2011

- Good schools (11)
- School system quality
- Good school district that provides the beginning foundation for the education of our youths

Education: June 2, 2011

- Good schools (13)
- Quality educators
- Library (3)
- Educational opportunities

Cultural Activities: June 1, 2011

- Opera House (5)
- Arts (2)
- Arts and culture of different activities
- Arts and music and other things like that to do here

Cultural Activities: June 2, 2011

- Opera House (4)
- Arts (3)
- Sundown Salute (2)
- 12th Street Center
- Junction City Art Council
- Music in the park
- Theater (3)

Parks and Recreation: June 1, 2011

- Love Heritage Park in my neighborhood
- YMCA and swimming pool
- Baseball park
- Parks and green space
- Parks (3)

Parks & Recreation: June 2, 2011

- Outdoor recreational activities (3)
- Recreational opportunities
- Parks (3)
- Swimming pool (2)
- Opportunities for youth to participate in recreational activities
- Flint Hills (2)

Religion: June 1, 2011

- Church (2)

Religion: June 2, 2011

- Churches (3)

Quality of Life: June 1, 2011

- Good hospitals and health care (2)
- Quality of life (2)
- Appearance of city – clean
- Street repair
- Good transportation

Quality of Life: June 2, 2011

- Quality of life (3)

Economic Factors: June 1, 2011

- Low cost of living (2)
- I value (valued) the reasonable cost of living (that is about to change)
- Economy very stable with large government employment present
- Real estate opportunities for everyone
- Till lately a reasonably cheap place to live
- Junction City was affordable
- Great place to do business

Retail Business: June 1, 2011

- Community support for business (2)
- Retail/restaurants
- Need more variety of retail shopping

Health Care: June 2, 2011

- Good hospital (4)
- We values our doctors

Miscellaneous: June 1, 2011

- Water
- The new transparent city leadership

Miscellaneous: June 2, 2011

- New city manager & budget direction

- City officials who want to improve the situation
- Water – plenty of it
- Airport
- Clean air

What are the most important areas for the city to support with public dollars?

Emergency Services: June 1, 2011

- Public safety (17)
- Police and fire (13)
- Police (7)
- Fire (5)
- Security

Emergency Services: June 2, 2011

- Public safety (10)
- Police & fire (15)
- Police (13)
- Fire (11)
- Right sized fire service
- Fire & police protection at appropriate levels
- Do not consolidate with county public safety & emergency services
- Reduce cost of public safety
- Public safety at affordable price
- Public safety at a reduced cost

Education: June 1, 2011

- Schools (4)
- Library

Education: June 2, 2011

- Schools (7)
- Library (6)

Public Works: June 1, 2011

- Water and sewer (6)
- Water (5)
- Sewer (2)
- Basic needs for citizens such as energy, gas and water

Public Works: June 2, 2011

- Water & sewer (14)
- Water (4)
- Public works (2)
- Maintaining city owned property
- Trash services (4)
- Sanitation paid for by city only & only for city
- Storm water management

Street Maintenance: June 1, 2011

- Street maintenance (16)
- Street snow removal

Street Maintenance: June 2, 2011

- Street Maintenance (20)
- Public transportation (3)
- Curbs

Parks & Recreation: June 1, 2011

- Parks & recreation (8)
- Opera House (5)
- Maintaining Vietnam memorial in park
- Milford Lake
- Golf course (2)
- Art

Parks & Recreation: June 2, 2011

- Parks & recreation (7)
- Opera House (8)
- Golf course (3)
- Pool (8)
- North Park & South Park – ball fields
- Spin City (2)
- Arts (6)

Economics: June 1, 2011

- Retail Development (attractiveness)
- Retail Development
- Things that attract new businesses to town
- Create things that will bring in money such as theme park and casinos

Economics: June 2, 2011

- Economic development (6)
- Promote business opportunities
- Pay down debt
- Improve employee support to retain quality service
- Employment/jobs for city staff
- Quality employees – we MUST trim the fat
- Proper city budget management
- Administrative services
- City administration

Planning: June 1, 2011

- Zoning
- Zoning at commercial, retail and residential locations

Miscellaneous: June 1, 2011

- Sundown Salute
- 4th of July

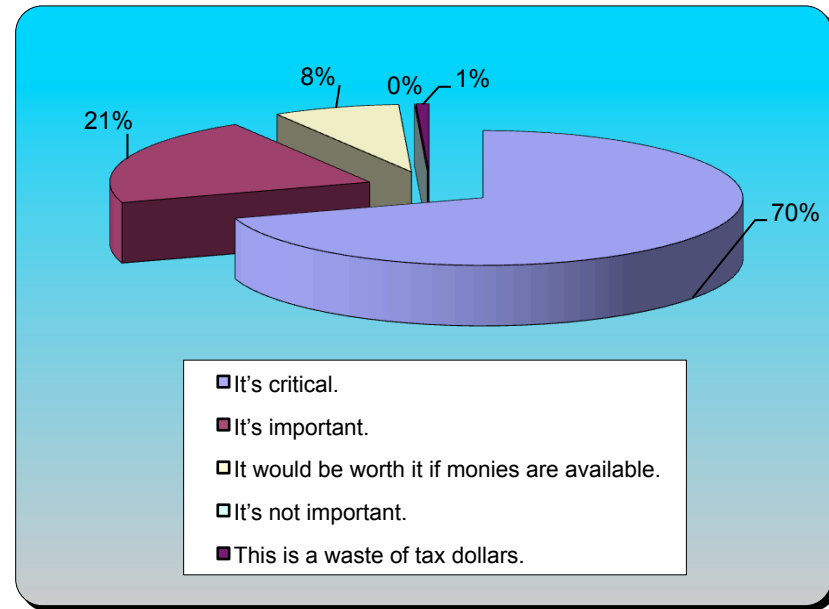
Miscellaneous: June 2, 2011

- Airport (4)
- Support Fort Riley (4)
- Healthcare (4)
- Building code enforcement by trained & competent personnel

Appendix 3: Charts and Tables

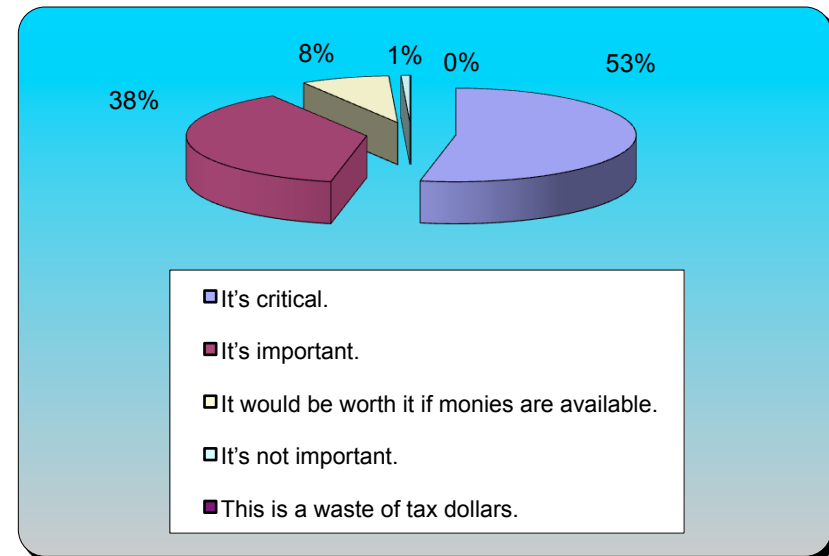
How important is it that public dollars support public safety?

It's critical.	45	44	89	70%
It's important.	16	11	27	21%
It would be worth it if monies are available.	7	3	10	8%
It's not important.	0	0	0	0%
This is a waste of tax dollars.	0	1	1	1%
Totals	68	59	127	100%



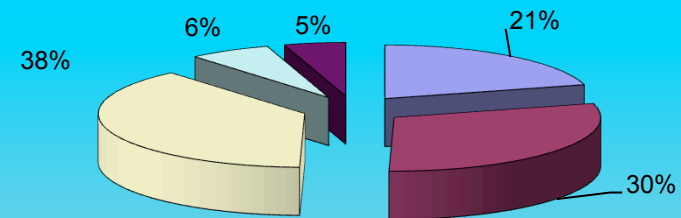
How important is it that public dollars support water/sewer/trash?

It's critical.	38	29	67	53%
It's important.	25	23	48	38%
It would be worth it if monies are available.	5	5	10	8%
It's not important.	0	1	1	1%
This is a waste of tax dollars.	0	0	0	0%
Totals	68	58	126	100%



How important is it that public dollars support economic development?

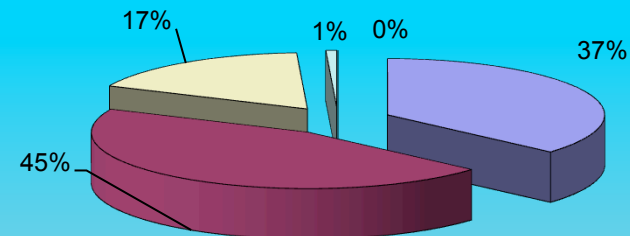
It's critical.	17	9	26	21%
It's important.	21	16	37	30%
It would be worth it if monies are available.	22	26	48	38%
It's not important.	4	4	8	6%
This is a waste of tax dollars.	3	3	6	5%
Totals	67	58	125	100%



- It's critical.
- It's important.
- It would be worth it if monies are available.
- It's not important.
- This is a waste of tax dollars.

How important is it that public dollars support street/road improvement?

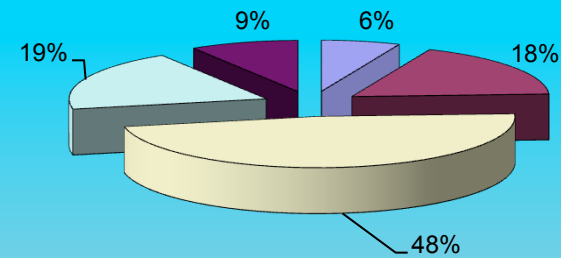
It's critical.	27	19	46	37%
It's important.	30	27	57	45%
It would be worth it if monies are available.	10	12	22	17%
It's not important.	0	1	1	1%
This is a waste of tax dollars.	0	0	0	0%
Totals	67	59	126	100%



- It's critical.
- It's important.
- It would be worth it if monies are available.
- It's not important.
- This is a waste of tax dollars.

How important is it that public dollars support the arts and culture?

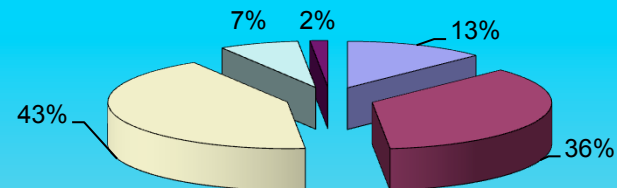
It's critical.	5	3	8	6%
It's important.	11	11	22	18%
It would be worth it if monies are available.	27	32	59	48%
It's not important.	17	7	24	19%
This is a waste of tax dollars.	7	4	11	9%
Totals	67	57	124	100%



- ☐ It's critical.
- ☐ It's important.
- ☐ It would be worth it if monies are available.
- ☐ It's not important.
- ☐ This is a waste of tax dollars.

How important is it that public dollars support parks and recreation?

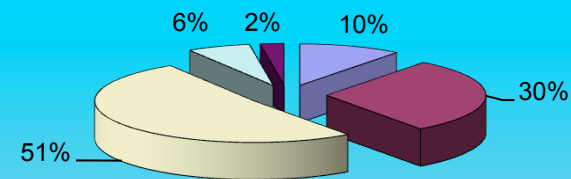
It's critical.	9	7	16	13%
It's important.	25	20	45	36%
It would be worth it if monies are available.	27	27	54	43%
It's not important.	5	4	9	7%
This is a waste of tax dollars.	1	1	2	2%
Totals	67	59	126	100%



- ☐ It's critical.
- ☐ It's important.
- ☐ It would be worth it if monies are available.
- ☐ It's not important.
- ☐ This is a waste of tax dollars.

How important is it that public dollars support youth activities?

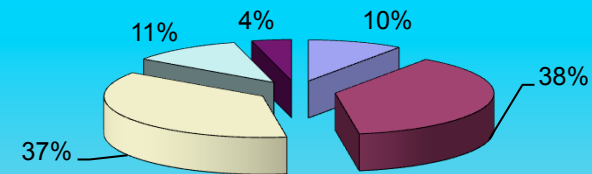
It's critical.	6	7	13	10%
It's important.	18	19	37	30%
It would be worth it if monies are available.	35	29	64	51%
It's not important.	6	2	8	6%
This is a waste of tax dollars.	3	0	3	2%
Totals	68	57	125	100%



- ☒ It's critical.
- ☒ It's important.
- ☒ It would be worth it if monies are available.
- ☒ It's not important.
- ☒ This is a waste of tax dollars.

How important is it that public dollars support the library?

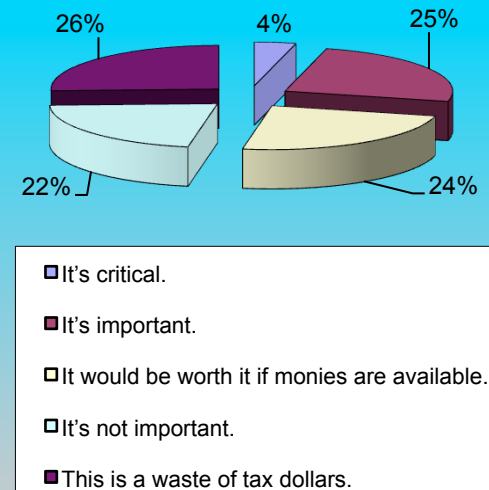
It's critical.	4	8	12	10%
It's important.	26	21	47	38%
It would be worth it if monies are available.	26	20	46	37%
It's not important.	8	6	14	11%
This is a waste of tax dollars.	3	2	5	4%
Totals	67	57	124	100%



- ☒ It's critical.
- ☒ It's important.
- ☒ It would be worth it if monies are available.
- ☒ It's not important.
- ☒ This is a waste of tax dollars.

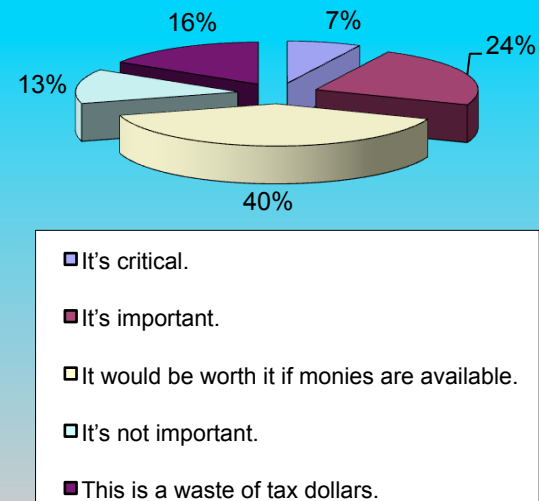
How important is it that public dollars support the airport?

It's critical.	3	2	5	4%
It's important.	14	17	31	25%
It would be worth it if monies are available.	15	15	30	24%
It's not important.	12	15	27	22%
This is a waste of tax dollars.	24	8	32	26%
Totals	68	57	125	100%



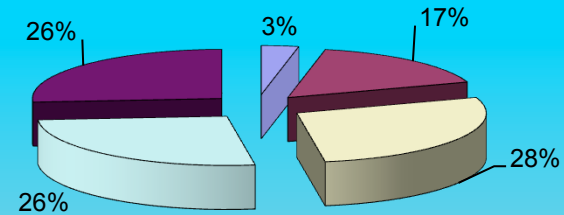
How important is it that public dollars support historic structures? (only asked on NIGHT #1)

It's critical.	5	7%
It's important.	16	24%
It would be worth it if monies are available.	27	40%
It's not important.	9	13%
This is a waste of tax dollars.	11	16%
Totals	68	100%



How important is it that public dollars support Rolling Meadows?

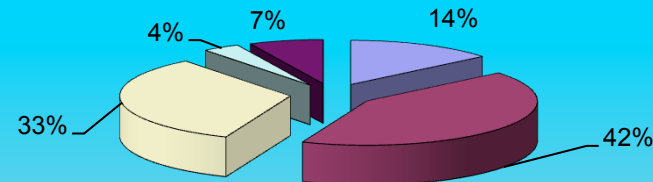
It's critical.	3	1	4	3%
It's important.	7	14	21	17%
It would be worth it if monies are available.	20	15	35	28%
It's not important.	15	18	33	26%
This is a waste of tax dollars.	23	10	33	26%
Totals	68	58	126	100%



- It's critical.
- It's important.
- It would be worth it if monies are available.
- It's not important.
- This is a waste of tax dollars.

How important is it that public dollars support elderly/disabled services? (only asked on NIGHT #2)

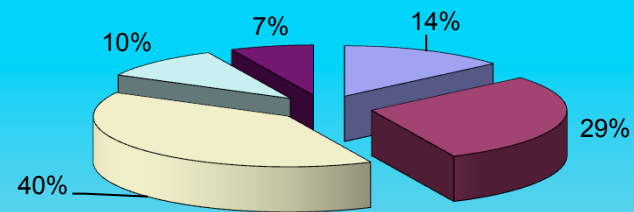
It's critical.	8	14%
It's important.	24	42%
It would be worth it if monies are available.	19	33%
It's not important.	2	4%
This is a waste of tax dollars.	4	7%
Totals	57	100%



- It's critical.
- It's important.
- It would be worth it if monies are available.
- It's not important.
- This is a waste of tax dollars.

How important is it that public dollars support the Ft. Riley relationship? (only asked on NIGHT #2)

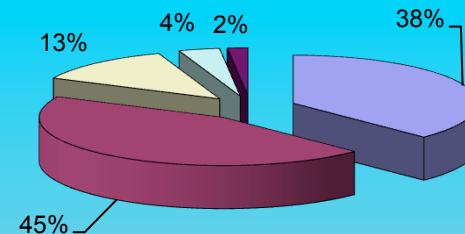
It's critical.	8	14%
It's important.	17	29%
It would be worth it if monies are available.	23	40%
It's not important.	6	10%
This is a waste of tax dollars.	4	7%
Totals	58	100%



- It's critical.
- It's important.
- -It would be worth it if monies are available.
- It's not important.
- This is a waste of tax dollars.

How important is it that public dollars support city management and oversight? (only asked on NIGHT #2)

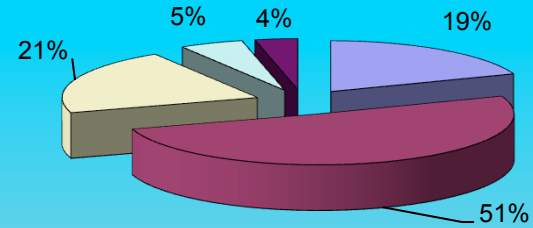
It's critical.	21	38%
It's important.	25	45%
It would be worth it if monies are available.	7	13%
It's not important.	2	4%
This is a waste of tax dollars.	1	2%
Totals	56	100%



- It's critical.
- It's important.
- -It would be worth it if monies are available.
- It's not important.
- This is a waste of tax dollars.

How important is it that public dollars support municipal experts (legal, engineering, etc.)? (only asked on NIGHT #2)

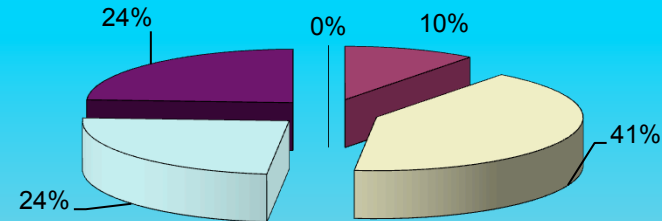
It's critical.	11	19%
It's important.	29	51%
It would be worth it if monies are available.	12	21%
It's not important.	3	5%
This is a waste of tax dollars.	2	4%
Totals	57	100%



- ☐ It's critical.
- ☐ It's important.
- ☐ -It would be worth it if monies are available.
- ☐ It's not important.
- ☐ This is a waste of tax dollars.

How important is it that public dollars support public transportation? (only asked on NIGHT #2)

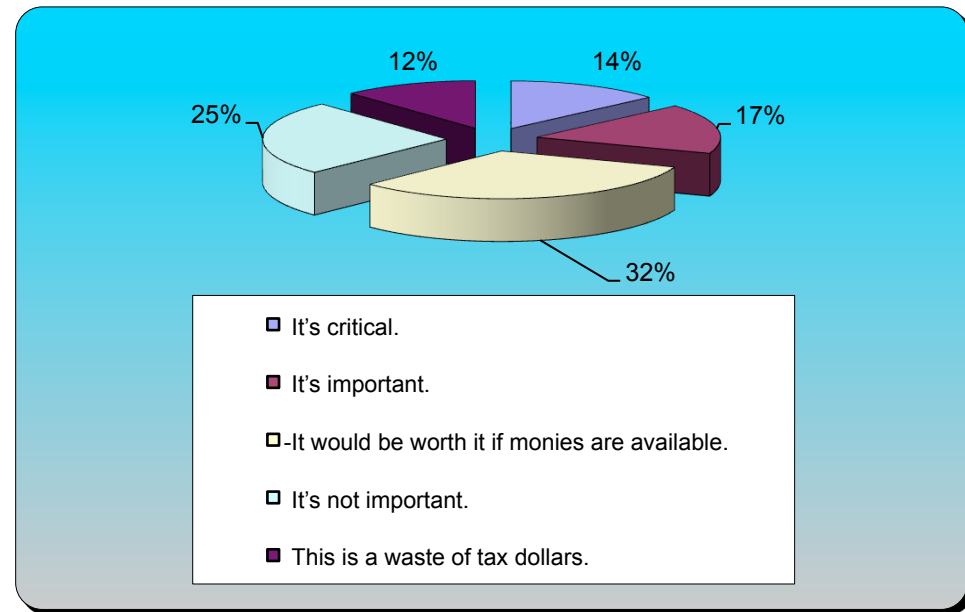
It's critical.	0	0%
It's important.	6	10%
It would be worth it if monies are available.	24	41%
It's not important.	14	24%
This is a waste of tax dollars.	14	24%
Totals	58	100%



- ☐ It's critical.
- ☐ It's important.
- ☐ -It would be worth it if monies are available.
- ☐ It's not important.
- ☐ This is a waste of tax dollars.

**How important is it that
public dollars support
population growth? (only
asked on NIGHT #2)**

It's critical.	8	14%
It's important.	10	17%
It would be worth it if monies are available.	19	32%
It's not important.	15	25%
This is a waste of tax dollars.	7	12%
Totals	59	100%

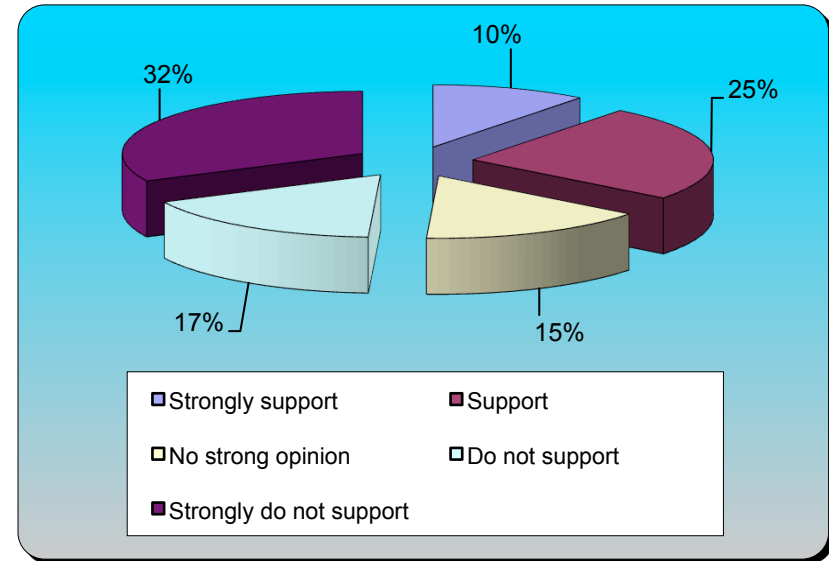


Appendix 4: Charts and Tables

There are several things City Commissioners could potentially do to stabilize the local budget. How strongly do you support the following budgetary options?

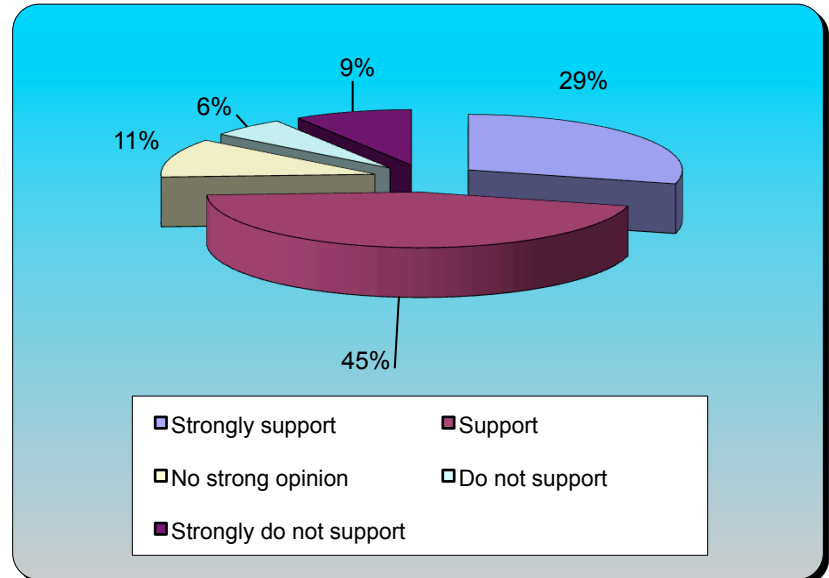
Increase sales tax

Strongly support	10	3	13	10%
Support	17	14	31	25%
No strong opinion	7	12	19	15%
Do not support	10	11	21	17%
Strongly do not support	23	17	40	32%
Totals	67	57	124	100%



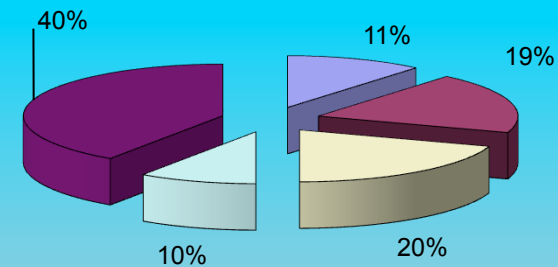
Increase facility rental fees and user fees

Strongly support	23	13	36	29%
Support	25	31	56	45%
No strong opinion	7	7	14	11%
Do not support	6	1	7	6%
Strongly do not support	6	5	11	9%
Totals	67	57	124	100%



Impose business occupation tax

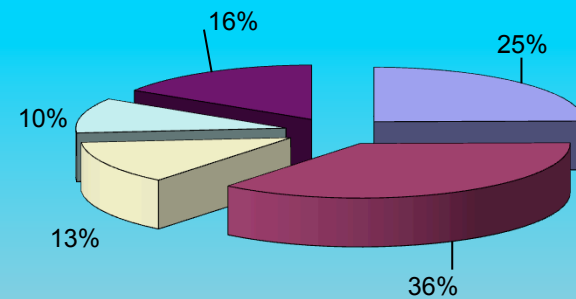
Strongly support	5	9	14	11%
Support	15	9	24	19%
No strong opinion	8	17	25	20%
Do not support	6	6	12	10%
Strongly do not support	33	18	51	40%
Totals	67	59	126	100%



■ Strongly support ■ Support
■ No strong opinion ■ Do not support
■ Strongly do not support

Dedicate surcharge on utility bills

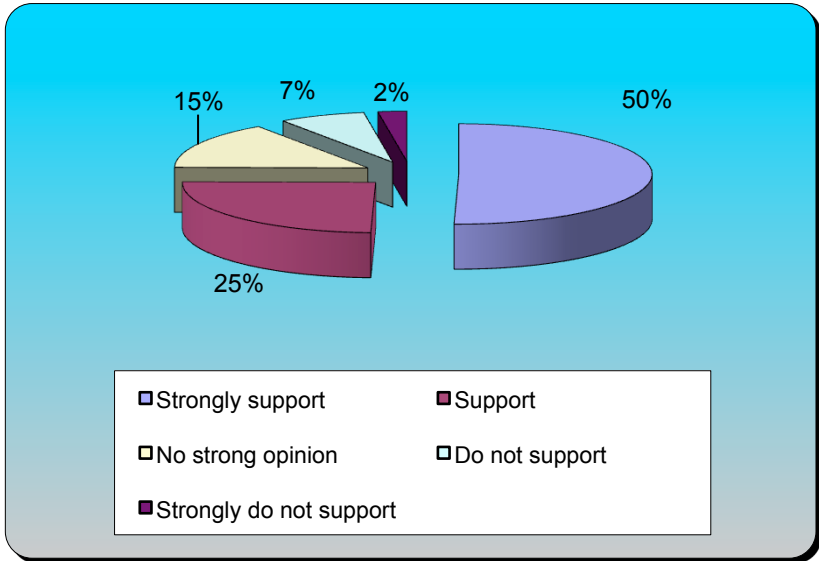
Strongly support	22	9	31	25%
Support	16	29	45	36%
No strong opinion	9	7	16	13%
Do not support	8	5	13	10%
Strongly do not support	12	8	20	16%
Totals	67	58	125	100%



■ Strongly support ■ Support
■ No strong opinion ■ Do not support
■ Strongly do not support

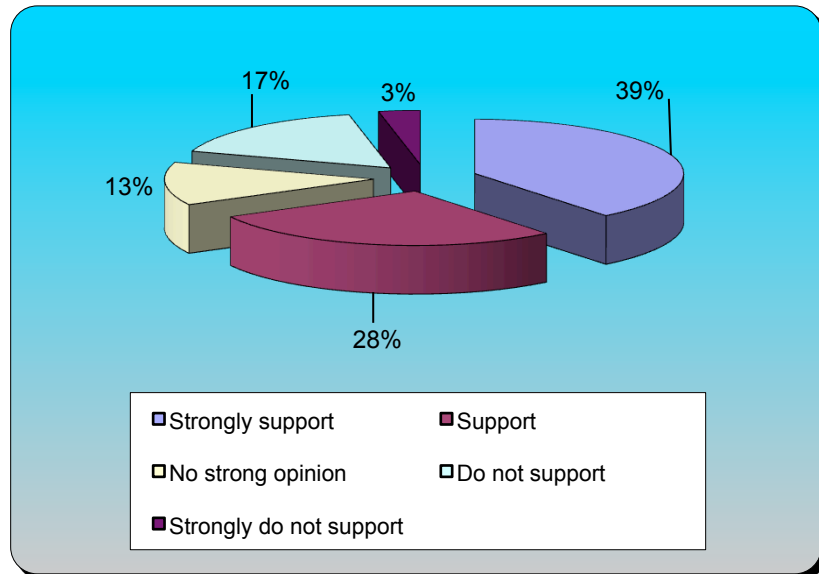
Increase business growth (to bring in more revenues to the city)

Strongly support	41	22	63	50%
Support	13	18	31	25%
No strong opinion	9	10	19	15%
Do not support	3	6	9	7%
Strongly do not support	1	2	3	2%
Totals	67	58	125	100%



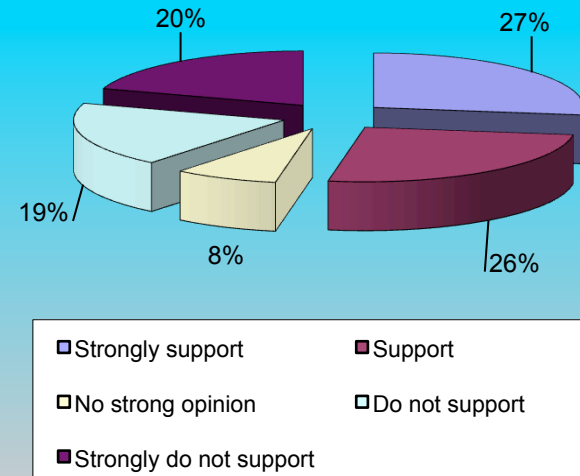
Cut programs not strongly prioritized

Strongly support	34	15	49	39%
Support	16	19	35	28%
No strong opinion	5	11	16	13%
Do not support	10	11	21	17%
Strongly do not support	2	2	4	3%
Totals	67	58	125	100%



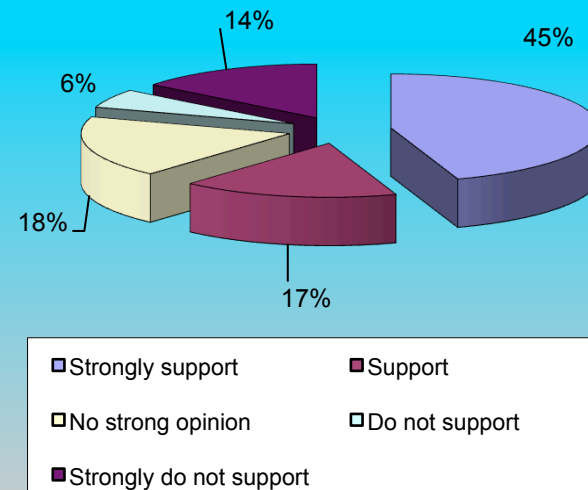
**Cut all programs across
the board by a certain
percentage**

Strongly support	25	9	34	27%
Support	15	17	32	26%
No strong opinion	5	5	10	8%
Do not support	10	14	24	19%
Strongly do not support	12	13	25	20%
Totals	67	58	125	100%



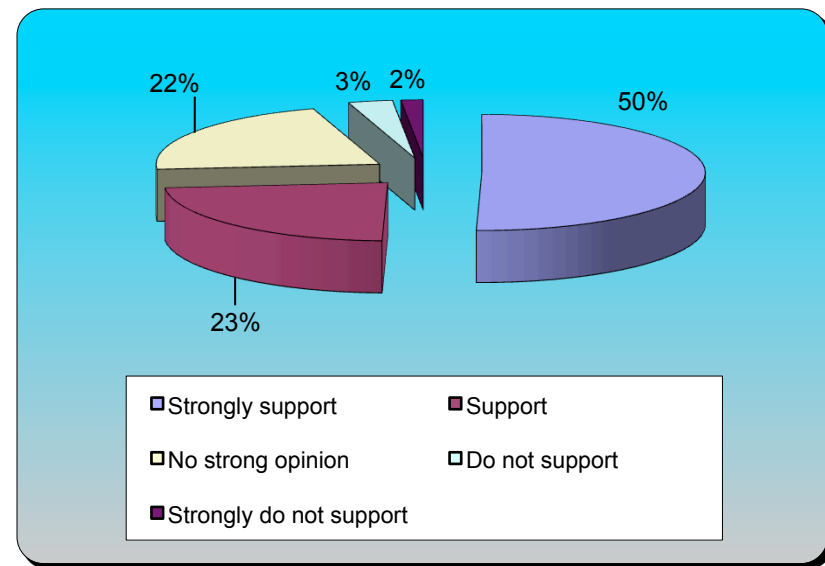
**Consolidate
governmental services**

Strongly support	39	17	56	45%
Support	10	11	21	17%
No strong opinion	9	14	23	18%
Do not support	2	5	7	6%
Strongly do not support	7	11	18	14%
Totals	67	58	125	100%



Reduce public works contract operations

Strongly support	40	23	63	50%
Support	16	13	29	23%
No strong opinion	8	19	27	22%
Do not support	1	3	4	3%
Strongly do not support	2	0	2	2%
Totals	67	58	125	100%



Appendix 5: Written Responses with Other Concerns

Other Comments/Concerns: June 1, 2011

- Privatize sanitation – take it away from Viola (2)
- City staff payroll cuts needed
- Restructure debt
- Require USD 475 employees live within the city limits – more homeowners and tax payers
- Combine services of: swimming pool, spin city, 12th Street Center, & parks
- Aggressively go after unpaid special assessments
- NO increase in property tax
- We MUST cut down on fire department & police personnel. We have way more officers than other cities our size
- Demand Fort Riley open Grant Gate in the spirit of cooperation
- Cut salary, positions & benefits for government employees
- Collaborate with KSU to bring more shows to concerts in the park

Other Comments/Concerns: June 2, 2011

- Give people opportunity to donate extra on utility bills
- “pass the hat” among spectators at ball games, etc to help support park maintenance
- ALL property within city limits should pay tax at city rate, NOT agricultural rate – that’s only for property outside city limits
- Allow all empty lots to be built on – pay back taxes on single lots only – not all owned
- Consolidate police & sheriff if services are needed on an equal basis between city & county
- The fiscal transformation plan is based on some on faulty assumptions. There is no reliable statistics to support any population growth other than military related growth. To say we will grow our way out of this is false and is indicative of the mind set that got us into our current mess.
- Consider selling Spin City to a private business.
- Increase franchise fees for phone, cell phone, utilities, etc
- Quit raising the process on water/sewer etc every 2-3 months
- Raising the Mill Levy as noted in the Daily Union could adversely affect JC homeownership by leading potential homeowners to surrounding communities – particularly Manhattan as it continues to grow & offer more & better service
- Increasing Mill Levy so high that it causes an adverse reaction & causes a decrease of potential buyers/renters to our area. An increased Mill Levy will have a negative effect on our elderly who have fixed incomes. You really do NOT want to go there!!!
- Zero to slim Mill Levy increase will keep our city affordable & attractive to business. New & expansion of existing business will make us the community of choice for off post military housing. This will enhance the sales tax revenues.
- NO assistant city manager
- Pass a no cell phone usage while driving & implement a fine to help with debt (\$150 fine)
- Water department could collect a fee from occupants that do not have local tags when they place water in their names to help maintain streets.

- Reduce personnel/increase quality employees – including city management
- Utility bills = no more than \$5 per month surcharge dedicated solely for debt reduction
- Have the city take over & use half of the current bed taxes collected solely for purpose of debt reduction
- Increase facility rental/user fees for certain things.
- Golf shouldn't even be a city thing but, if it must be then by all means raise the fee
- A casino is a bad idea. It will bring the wrong kind of people to JC
- People should have the option to choose what trash they want. The city now has too many restrictions. If someone wants a different provider, allow then this freedom without qualms.
- Do not increase fees for entry (facility user & rental) – the people/families youth that need/utilize these struggle enough now. This will lead to income juvenile crime & status offenses
- Try to get legislature to shorten time period to collect on delinquent taxes. Get these properties in the hands of tax-paying people.
- Stop raising taxes due to neglect of spending more than they have
- If programs not strongly prioritized are indiscriminately cut – I disagree with that. They should be careful.
- Be careful that a surcharge on utility bills isn't too excessive & that it would only be for a certain length time & if only used for debt reduction
- Property tax – please be careful when increasing property taxes so we don't force people on a fixed income to have to leave JC
- It is absolutely vital that the city goes to the Commanding General of Fort Riley and ask that they open gate to allow access to Fort Riley – it will generate a great deal of tax dollars in a short amount of time
- Reduce public works contract operations
- No property tax increase
- The empty buildings that city owns should be rented or sold
- Add city tax per room, per night to hotels
- Increase things that all will pay not just home owners
- Require ALL city employees live in the city limits. City employees should be able to vote for city commission, sales tax, etc
- Property taxes are clearly too high. NO increase!!!
- Do not increase sales tax to more than 10% total or retail will suffer
- Do not increase sales tax over 1%
- Do not increase property tax – it is high enough
- Put a surcharge on all apt houses that do not pay property taxes
- Could some facilities be consolidated – offices moved – space better utilized to reduce utility and operational costs
- Increase business growth with reasonable advantages to businesses not total breaks that bring little advantages to the community
- Any tax increase must have a legally binding time limit
- Before you decide what you won't do or can't do, honestly look at the consequences of your choice long term & short term. No matter what, there will be some suffers

- The question of what is important implies that some services provided have been frivolous or useless. The real question is how to do it all better. Since financial is your standard on how do you maintain the positive by better financial utilization.
- Don't raise property tax more than 5%
- At commission meetings give public 5 free minutes to speak, after that charge a dollar per minute to speak
- I support bringing in business but not with exorbitant giveaways
- I do not see how we can reduce our debt without a tax increase. It is a must do.
- Property taxes
 - No property tax – sales tax a better choice. People who get service should pay for them.
- Reviews all contracts
- Cut city expenses back to 2005 levels
- Cut back fire dept & EMT back to 2005 levels
- Hire local city attorney
- Do away with street sweeper – it only spreads dust
- Allot some of the money from CVB to Opera House
- No more administration! We now have a good staff & don't change it!
- Keep property taxes low
- Separate emergency service – not consolidated with county
- Consolidate services
- Don't mess with departments that are working
- We've got to find a way to put houses on our vacant lots with infrastructure – or recoup lots & re=sell them to reduce debt
- Crease snow removal when the temperature rises to 34 degrees on the broad spaced thermometer
- Laffer curve – Blasphemy!!! Lower Usales tax ¼%. If that is not productive lower it another ¼%.
- Do not raise property taxes
- Cut airport
- Reduce size of police & fire department to 1990 levels
- Close Spin City
- Cut every department budget by 10%
- No need for assistant city manager
- City dollars allocated for a Washington delegation
- Washington intervention
- Consolidating services does not save money. Several areas in the state have done it and no money has been saved in these places.
- Sell unused city properties & equipment
- Look at how we compare to other communities our size & set a benchmark all department numbers, expenditures, etc.
- Use David Proctor and Institute for Civic Discourse
- First off, stop using name-brand sticky pads for our notes. Name-brand office supplies are too expensive when you're talking "budget." Scrap paper works just as well. Next, SUV's for police vehicles are the worst idea ever. I see giant SUVs running around with 1 cop in them. It's a waste of gas & waste of money. Between buying gas and maintenance it's a ridiculous cost. I'm not

saying go hybrid, but geez, get something different for normal patrols. SUVs really have nothing better than plain old cars. Stop spending money on stupid things! And what were you thinking building all those houses? Ft. Riley built a ton of housing. I think we were covered.

- Things like country clubs should be private affairs. NO CITY FUNDING. If the arts aren't funded, why are golf courses? Even Spin City should have been a private venture. Parks, recreation and even arts are not the same as video games & golf.
- Your sense of planning when it comes to roads ceases to amaze me. A road that was recently redone, Ruckles, I think. First there is a gigantic dip at the intersection. This means those turning on or off have to slow down so much.
- The lights on 6th street are also bad. Sure, the left turn lanes are great... until someone site there to turn into a fast food joint. Also, the sensors are awful. Do you realize that on 6th and even on Hwy 77 we have to stop for one car sometimes? This is especially sucky on Hwy 77. You realize how fast we are going right? But I must mention that there is a light on 6th, the one right East of Eisenhower, that has no sensor & we are often stopped there when there is no cars. Bad planning!
- What to save some money and get it into the community? Cut wages. And I don't mean for the high-ups who are sitting on a pile of cash and aren't doing anything. And quit it with the "reimbursements" for ridiculous things. We need to start pulling extra expenses out of the wallets of the ones that find it necessary to accrue such.
- What were you thinking building a middle school out in the middle of nowhere? You realize middle-schoolers can't drive? High schoolers deserve new equipment after 8 grueling years of hand-me-downs. USE YOUR HEADS! Also, tell the school board don't completely separate freshmen. Really? How does that help at all!?!?
- Cutting the arts? Get your heads out of your asses!
- You cut the arts, thanks a lot jerks! As if it isn't already a problem with schools spending more money on sports than arts, now it's cut from the city. Now the quality of the arts will suffer and the arts council may go away all together. Way to improve the quality of life around here. And way to take away opportunities for youth and adults alike. How about "donating" some of your salaries? Seriously. If you're going to cut art funding then GIVE out of the goodness of your wallets. HELP the arts if you won't fund it through the city.
- Sell Spin City – no taxpayer funding to the operation beyond bond payments
- Opera House – No taxpayer funding. Private operators assume responsibility for all other aspects (utilities, maintenance, personnel, etc)
- Golf course – no taxpayer funding. Make course self-sufficient. Consider closing it during the winter months (Dec-Feb) and have personnel transition to seasonal unemployment during this time. Hire a professional management team to operate the course.
- Swimming pool, sports facilities, and community center – continue to sustain these operations. The city's youth need these activities and they do not have the means (in many cases) to go out of town to participate in these activities.
- Airport – no taxpayer funds beyond bond payments and contractual obligations. Review current contracts and assess for need. The airport should be self-sustaining. Review current operations; identify the person responsible for reporting airport operations status, and institute accounting procedures to monitor/report on operations expenses.

- Sundown Salute – no taxpayer money for “donations” for startup. Any city provided services, above routine manning requirements, needs to be reimbursed to the city by the Salute committee. Raise vendor fees.
- EDC, MAC, CVB and Chamber consolidation – No taxpayer funds for MAC. Consider mothballing the EDC and passing its functions to either the CVB or Chamber (or both if they are consolidated). No taxpayer funds to support a CEO of a consolidated board for these activities should the consolidation occur.
- Spirit of ’76 – No taxpayer funds allocated to the entity. The Spirit has a checkered past & has held little value for the taxpayers.
- Fire Dept – Consider separating the ambulance service from the fire dept. This arrangement was in effect many years ago. It would cut down the current situation of every member of the fire dept being certified EMT and reduce the current EMT compensation (that ranges for \$3,000 to \$16,000 for certification) for all firefighters. If not feasible, consider limiting EMT compensation to single incentive amounts instead of maintaining the current sliding scale of compensation. Consider selling two of the four ambulances. Consider placing the ambulance service in an enterprise fund for accounting purposes.
- Police Dept – Institute a hiring freeze and review the study conducted during Mayor Lloyd Parker’s tenure regarding consolidation of the city and county law enforcement departments. Remove the “blight” enforcement and “yard of the month” duties from the police department. All sworn officers should be doing police duties.
- Public Works – Combine county and city public works for road maintenance only.
- Health Dept – This should be a county responsibility
- Animal Shelter – This should be a county responsibility
- Parks & Recreation – Combine these departments under one head
- Veolia Contract – Renegotiate the contract. Eliminate the coat plus aspect of snow removal that currently explodes, cost wise, after the first two or three events occur. If consolidation of county and city road maintenance does not occur, pull road maintenance back under city operations.
- Legal Services – Terminate the contract with Lathrop-Gage for “routine” city legal services. Either have the city attorney assigned to the municipal court assume those duties (as was the case prior to Lathrop-Gage being hired) or hire a local firm to represent the city.
- City Mowing Services – Consider a slightly less aggressive approach to mowing services. Review mowing commitments and evaluate cutbacks. Apparently the city cuts grass in easements in front of businesses in various sections of the city. Pass the responsibility to the business owners.
- Personnel – Institute a hiring freeze across the board. Postpone hiring as assistant city manager until the budget crisis is under control. Retirements should not be replaced unless reviewed on a case by case basis and public safety is the primary reason for the new hire. Hiring personnel through grant resources should be avoided due to the “strings” that are attached to those funds.
- User Fees – Consider imposing a service fee to car registration costs to defray road maintenance in the city. The funds should be placed in a specifically identified line item in the budget and used exclusively for road maintenance. Apply a small surcharge to rental properties to offset the costs of city provided protected services (i.e. police, fire).